

TRAC
Jc

15 January 1954

TO : Deputy Director of Central Intelligence

SUBJECT : Administration of the Junior Officer Training Division

1. PROBLEM:

Will the transfer of the administration of the Junior Officer Training Division operate to improve the quality of its product?

2. FACTS BEARING ON THE PROBLEM:

a. The Junior Officer Trainee (JOT) is hired to be trained. He accepts employment with that understanding and expectation.

b. First-rate young people will not generally wish to make their careers with CIA unless their training experiences and permanent placement stimulate their interest and challenge their abilities.

c. The JOT Program has been developed to identify, select, and train junior officers of unusual promise. Upon completion of tailored training, The Office of Training (OTR) recommends their permanent assignment to a position for which each is known to be well fitted.

d. All JOT's have demonstrated unusual ability to profit from educational processes.

e. The JOT Division is an integral part of OTR and makes full use of all the technical facilities and know-how of that Office.

f. The JOT Program to date is the only long-range personnel training in CIA designed to develop competence in a number of skills, such as area and language knowledge. (See Tab D)

g. The establishment of planned training programs for JOT's has met with increasing support and cooperation from the operating offices.

h. Demand for the services of JOT's continues to increase, and there has been no difficulty in placing a JOT.

i. The techniques now used for study of the individual are the products of the experienced educators in OTR.

j. University Consultant-Contacts identify potential JOT's (see Tab A), but recruiting procedures do not differ markedly from those for other specialized personnel (see Tabs B and C). Document No. 001

NO CHANGE in Class. ☐

☒ DECLASSIFIED

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k. The Office of Training has no interest in maintaining control over the Junior Officer Trainee after he has completed his training. He then takes on a new career designation.

3. DISCUSSION:

a. It is granted that a case can be made for the inclusion of the JOT Division in Personnel from the standpoint of one arrangement of the Agency Organization Chart. Whatever advantages might accrue will be of only a literal nature and will pertain only to theoretical administrative practices. But there is no evidence that Personnel is sufficiently well equipped either in trained personnel or professional techniques to carry out the present and future objectives of the Program as well as OTR.

b. If this proposal is a maneuver to expropriate and control the ninety slots now assigned to OTR for the Program, no discussion is necessary. It is noted, however, that in the 1954 Budget this number was cut from 150. If, on the other hand, the proposal arises from a sincere desire to promote the best interests of the Agency, discussion of continuity in supervision and the need for educational procedures carried out by experienced educators is central to the problem.

c. From its inception the Junior Officer Training Program has selected young people of unusually high ability. Its success has resulted from identifying each individual's assets to the Agency, training him in those capacities for which he shows greatest aptitude, and recommending permanent assignment after evaluating his fitness and desirability for the job, together with his own interest in it. Techniques specific to the Office of Training have been developed and improved for each phase of the process.

d. Training is an educative not an administrative process. Study of the evolution of the JOT Program unmistakably leads to the conclusion that its success has come from knowledge and experience in education rather than in administration. Gathered together in OTR is a group of experienced educators who pool their knowledge for the benefit of the JOT's. The advances which have been made in the selection of candidates, in their assessment and evaluation, and in the development of tailored training programs are the direct results of cooperative effort. Normal day-to-day intercourse between these specialists exists only because these individuals speak a common language, have common objectives, and work together under a common administrative roof. Great emphasis is placed on the value of the integration of all educational processes.

e. JOT's are employed to be trained rather than placed immediately on a specific desk with a specific career designation. Since the first year or so of their employment is for training, they should be placed under the jurisdiction of experienced supervisors who have made a specialty

of this work. Continuity of administration enhances the value of their preparation because it makes all of the specialized resources of OTR available for this training. Such a condition cannot exist under divided authority. Mutual understanding among the members of the staff provides it with strengths it could not otherwise attain. The proven benefit derived from such teamwork should not be sacrificed for the questionable advantages of one organizational chart over another. Know-how is as important for effective training and education as it is in any form of intelligence activity.

f. Effective placement of JOT's can be made only after careful study of their qualifications. If we are to hope that they will make their careers with CIA, we must challenge their capabilities and satisfy their ambitions. They will not be content with an assignment until they know from their own experience that it offers the opportunity they entered the Agency to enjoy. The JOT Program is specifically set up to deal with talented young people. But this is not a coddling program. It is one in which the strengths of these very able employees are built up through exacting exercise of these already high abilities. All the elements of the educational process are merged to assure ultimate success.

g. In the past two years OTR has identified and gained the cooperation of division, staff, and branch chiefs who are sincerely interested in long-range training, the value of which has been ignored too long. The JOT Program is gaining momentum as shown by the fact that even after the personnel ceiling freeze, the demand for JOT's for substantive offices continues to increase. Recently requests for their services have been made over a year in advance of their availability. There are now on file more requests than can be filled. Many consumer offices (see Tab D) testify to the validity of the OTR recommendations for placement. Furthermore, the JOT's in the newly developed programs express satisfaction with their assignments.

h. Since the problem of educating highly qualified individuals is the job of the specialist, OTR contends it does and can do the job better than another office which specializes in another field.

4. CONCLUSIONS:

a. The administration of this Program belongs under OTR where all of the resources of this specialized Office can be brought to bear in the development of each individual's talents.

b. Since the JOT is hired to be trained and he accepts employment with this understanding, full control of and responsibility for his training should lie in OTR from the start of his career.

c. The integration of the Junior Officer Training Division with the Office of Training is fundamental to the success of its Program.

d. To separate the JOT Division from OTR must change the concept and operation of the Program, and to deny the administration of the JOT Program to OTR would deprive the Program of the advantages which have made its development significant to the Agency.

e. The validity of the JOT Program as administered by OTR has been established. There is no evidence that the product of the Program would be improved by a change in its administrative control. Therefore, the best interests of the Agency would be served by not making such a change.

5. ACTION RECOMMENDED:

It is recommended that the Junior Officer Training Division be continued on the Table of Organization of the Office of Training.

MATTHEW BAIRD
Director of Training

OTR/MB:WLE:je

Orig & 1 - Addressee
1 - I.G.
1 - OTR Personnel
1 - OTR:JOTD
1 - OTR Chrono